

**Children's Bureau  
Child and Family Services Reviews  
IV. Program Improvement Plan Matrix (PIP Matrix)**

**State:** Missouri

**ACF Regional Office:**

**State contact and telephone:** \_\_\_\_\_ ☐ **Region I**      ☐ **Region IV**      ☒ **Region VII**      ☐ **Region X**

**ACF Contact and telephone:** Ann Burds, 816 426-2260      ☐ **Region II**      ☐ **Region V**      ☐ **Region VIII**

**Date and quarter submitted:** \_\_\_\_\_ ☐ **Region III**      ☐ **Region VI**      ☐ **Region IX**

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
Safety Outcome S1: children are, first and foremost, protected from abuse and neglect.								
Item 1: Timeliness of initiating investigations of reports of child		X	CD-Outcomes #1 Baseline 77.9% (11 quarters) Goal 81.8%	S1.1.1 Clarify policy regarding timeliness of initiating reports of child maltreatment.	Quarterly Outcome Report	S1.1.1.a Refined definition of "initiate".	January 2005	
					Peer Record Review (PRR)	S1.1.1.b Policy for use of multi disciplinary team contact clarified and disseminated.	March 2005	

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							Benchmark	Goal
	A	N/A						
maltreatment				Kathryn Sapp		S1.1.1.c Face-to-face contact and ensuring safety policy clarified.	March 2005	
				S1.1.2 Increase accuracy of data regarding initial contact.  Kathryn Sapp	Quarterly Outcome Report  Peer Record Review	S.1.1.2.a. Documentation of "initial contact" for data system entry clarified.  S1.1.2.b Additional systems entry codes developed to capture accurate data.	June 2005  December 2005	
				S1.1.3 Re-align caseloads to permit adequate staff to respond to reports of	Quarterly Outcome Report  Supervisory	S1.1.3.a Non CA/N referral alternate response process piloted in Jackson, Clay and Platte Counties.	January 2005	

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							Benchmark	Goal
	A	N/A						
				maltreatment.  Kathryn Sapp	review  PRR	S1.1.3.b. Convened workgroup to analyze potential for private response to non CA/N referrals.	March 2005	
						S1.1.3.c. Circuit level assessment to evaluate response management completed.	January 2005	
						S1.1.3.d. Local protocol for response management established.	June 2005	
						S1.1.3.e. Caseloads assigned as per local protocol.	July 2005	
						S1.1.3.f. Resources targeted to circuits with highest staffing need.	July 2005	
				S1.1.4 Call Management and Structure Decision Making Protocols Implemented at the Central Registry Unit to provide consistent screening and	CRU  PRR  Supervisory Reviews	S1.1.4.a Completed final revisions to protocols.	January 2005	
						S1.1.4.b Remaining CRU staff trained on protocols	January 2005	
						S1.1.4.c QA Peer Record Review tool developed.	January 2005	
						S1.1.4.d QA Supervisory Review tool developed.	January 2005	

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							Benchmark	Goal
	A	N/A						
				classification of calls received.  Charlotte Gooch		S1.1.4.e. Hotline protocols automated.	June 2005	
Item 2: Repeat maltreatment <b>Recurrence of Maltreatment:</b> Of all children who were victims of a substantiated or indicated maltreatment report in the first six months of the calendar year, what percent were victims of another substantiate or indicated report within a 6 month period.		X	CA/N Recidivism FED Measure Baseline 7.3% (FFY 2002) Goal 6.4% CA/N in AC FED Measure Baseline 0.62% (FFY 2002) Goal .057%	S1.2.1 Ensure consistent and accurate completion of SDM safety and risk assessment.  Kathryn Sapp	Peer Record Review	S1.2.1.a SDM component in BASIC Training enhanced.	January 2005	
					Circuit management reports	S1.2.1.b Expanded in-service training to CD and court staff on SDM conducted.	December 2005	
					Supervisory case review	S1.2.1.c Incorporated into Supervisory Review Tool.	June 2005	

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							Benchmark	Goal
	A	N/A						
<b>Incidence of Child Abuse and/or Neglect in Foster Care:</b> Of all children who were in foster care in the first 9 months of the calendar year, what percent experienced maltreatment from foster parents or facility staff members?				S1.2.2 Implementation of "Confirming Safe Environments" to reduce the risk for children in foster care.  Cindy Wilkinson	Quarterly Outcome Report	S1.2.2.a Test sites Expanded	February 2005 May 2005	
						S1.2.2.b Test site expansion evaluated.		
						S1.2.2.c In-house expertise developed for training.	February 2005	
						S1.2.2.d Modifications made to CSE curriculum.	August 2005	
						S1.2.2.e Statewide roll out plan developed.	September 2005	
						S1.2.2.f. Statewide training completed	December 2006	
				S1.2.3. Strengthen policy and practice relating to chronic neglect and accumulation of harm.  Kathryn Sapp		S1.2.3.a Statewide analysis of families with multiple reports completed.	April 2005	
						S1.2.3.b Title IV-E waiver application for chronic neglect pilot developed.	January 2005	
						S1.2.3.c Analyzed existing St. Louis City initiative to determine applicability and revise statewide policy.	June 2005	
						S1.2.3.d Referrals began for chronic neglect cases to	August 2005	

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	A	N/A						
						Children’s Trust Fund chronic neglect grantees.	October 2005	
						S1.2.3.e Developed chronic neglect in-service training curriculum.		
Safety Outcome S2: Children are safely maintained in their homes whenever possible and appropriate								
Item 3: Services to family to protect child(ren) in home and prevent removal		X	Peer Record Review (PRR) IV-15 Baseline 77.8% (8 quarters) Goal 77.8%	S2.3.1 Improve family assessment and case plan tools to better link service provision to the needs of the family identified in the initial and ongoing assessments; include a mechanism for family self-assessment and identified areas <b>specifically</b> related to	Supervisory review	S2.3.1.a CD-14 family assessment tool field tested	January 2005	
					Peer Record Review	S2.3.1.b Input from field test evaluated and analyzed	January 2005	
						PDR	S2.3.1.c Reconvened work group, if indicated to make recommendations regarding changes	January 2005
					FCS Case Record review and Consultation	S2.3.1.d Assessment of case planning revised as needed	March 2005	
						S2.3.1.e Policy issued with new documents and instructions.	June 2005	

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				child safety and risk concerns (to be completed concurrently with S2.3.2)  Kathryn Sapp		S2.3.1.f Integrated into SACWIS development.	December 2006	
				S2.3.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment.  Kathryn Sapp	Supervisory reviews	S2.3.2.a Conducted focus groups (workers, supervisors, circuit managers) in three circuits to identify clinical support needs	January 2005	
					Peer Record Review			
					PDR	S2.3.2.b Conducted an abbreviated PDR for baseline information	January 2005	
					FCS Case Record review and consultation			
					Family Satisfaction Survey	S2.3.2.c Analyzed information gathered into a training curriculum or discussion guides (for workers use in the discussion of case plan activities) with identified needs addressed.		
							S2.3.2.d Training curriculum developed and incorporated into BASIC and on-going training to include service planning, basic writing skills and concurrent planning.	
	S2.3.2.e Training provided and feedback solicited from trainees on training	September						

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						S2.3.2.f Curriculum updates determined and expansion plans developed	2006 December 2006	
				S2.3.3 Improve supervisory capacity to monitor enhanced practice relating to case planning.	Supervisors Case Reviews	S2.3.3.a. CD will adopt a universal Supervisor Case Review Tool	January 2005	
					Peer Record Reviews	S2.3.3.b. Instructions for supervisor's case review written	March 2005	
						S2.3.3.c. Developed supervisory alert system.	June 2005	
				S2.3.4 Establish procedures to access various service funding streams.	Supervisor Case Reviews	S2.3.4.a Developed and distributed service access funding grid.	June 2005	
				Bonnie Washeck	Monitor funding stream expenditures and utilization	S2.3.4.b Incorporated into supervisory review tool.	June 2005	
				S2.3.6. Per new legislation, develop state comprehensive children's mental health plan to increase level of cooperation between court, mental health, child welfare and families.	Comprehensive system management team	S2.3.6.a Barriers identified for children needing mental health services	January 2005	
						S2.3.6.b Funding mechanisms established for providing mental health services.	January 2005	
					Stakeholder advisory committee	S2.3.6.c Coordination of resources from multiple agencies	January 2005	
				Jim Harrison		S2.3.6.d. Evaluation methodology established.	January 2005	



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							Benchmark	Goal
	A	N/A						
Item 4: Risk of harm to child(ren)		X	PRR IV-13 Baseline 87.1% (8 quarters) Goal 87.1%	S2.4.1 Ensure consistent and accurate completion of SDM safety and risk assessment.	Peer Record Review  Supervisory case review	S2.4.1.a See S1.2.1.a		
						S2.4.1.b See S1.2.1.b		
						S2.4.1.c See S1.2.1.c		
				S2.4.2 Implementation of “Confirming Safe Environments” to reduce the risk for children in foster/kinship care.		S2.4.2.a See to S1.2.2.a		
						S2.4.2.b See to S1.2.2.b		
						S2.4.2.c See to S1.2.2.c.		
						S2.4.2.d Seeto S1.2.2.d		
						S2.4.2.e Refer to S1.2.2.e		
						S2.4.2.f. Refer to S1.2.2.f		
				S2.4.3 Implement enhanced background screening for foster/kinship/respite and court ordered providers.  Cindy Wilkinson	Peer Record Review  Supervisory case record review	S2.4.3.a Policy for enhanced background screening implemented statewide.	February 2005	
				S2.4.4 Development of “Culture of Care Initiative” for improving safety and nurturance of children	System data analysis	S2.4.4.a Work committees formed with volunteers from residential sites to develop curriculum.	January 2005	
					Survey to residential care	S2.4.4.b Curriculum Drafted	March 2005	

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	A	N/A						
				in a residential care setting.  Fred Proebsting	providers	S2.4.4.c Curriculum approved by CD administration	May 2005	
						S2.4.4.d Roundtables held with CEO's to discuss curriculum	June 2005	
						S2.4.4.e Train-the-Trainers session held/2 days in KC and St.Louis	July 2005	
Permanency Outcome: 1 Children have permanency and stability in their living situations								
Item 5:Foster Care Re-Entries <b>Foster Care Re-entries:</b> Of all children who entered foster care in FY 2001, what percent experienced maltreatment from foster parents or facility staff members?	X							← - - -

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	A	N/A						
Item 6: Stability of foster care placement  <b>Stability of Foster Care Placement:</b> Of all children in foster care for less than 12 months, what percent experienced no more than 2 placement settings?		X	FED Measure Baseline 78.7% (FFY 2002) Goal 80.6%	P1.6.1 Increase system capacity to accurately track placement kinship vendor types.  Lesley Pettit	Outcome reports	P1.6.1.a Logic created to track additional placement types 1) Kin, Related, Not licensed 2) Kin, Non-related, Not licensed 3) Kin, Non-related, Licensed	January 2005	
						P1.6.1.b Coding changes completed.	March 2005	
						P1.6.1.c Policy updated and distributed.	May 2005	
				P1.6.2 Improve family assessment and case plan tools to better link service provision to the needs of the family		P1.6.2.a See S2.3.1.a		
						P1.6.2.b See S2.3.1.b		
						P1.6.2.c See S2.3.1.c		
						P1.6.2.d See S2.3.1.d		
						P1.6.2.e See S2.3.1.e		
						P1.6.2.e See S2.3.1.f		
				P1.6.3 Improve diligent search for relatives/missing parents.  Bonnie Washeck	PDR	P1.6.3.a Accessed existing diligent search mechanism through Family Support Division and OSCA.	March 2005	
						P1.6.3.b Established agreements, as necessary, with other state agencies to access state databases	December 2005	

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							Benchmark	Goal
	A	N/A						
						as mechanisms of diligent search.	March 2006	
						P1.6.3.c Diligent search procedure drafted and distributed.		
				P1.6.4 Expand use of family support team meetings to promote stability  Kathryn Sapp Cindy Wilkinson		P1.6.4.a Expanded FST policy to include high risk intact families.	March 2006	
						P1.6.4.b Implemented provisions of HB1453 related to requirement of FST prior to or immediately after an impending move.	January 2005	
						P1.6.4.c Updated PRR to assure pre-placement FST's	December 2005	
						P1.6.4.d Incorporated FST policy into Supervisory review tool	June 2005	
				P1.6.5 Increase number of resource families  Cindy Wilkinson		P1.6.5.a Developed and implemented statewide recruitment campaign for respite providers.	June 2005	
						P1.6.5.b Implemented performance based resource development contracts.	March 2005	
						P1.6.5.c Collaboratively recruited foster parents with DMH and DYS.	June 2005	
						P1.6.5.d Recruitment and retention plan implemented through Chaffee program.	January 2005	

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							Benchmark	Goal
	A	N/A						
						P1.6.5.e Implemented Adopt US Kids campaign.	January 2005	
						P1.6.5.f Awarded statewide recruitment and resource development contracts	July 2005	
			P1.6.6 Improve matching capabilities of children in out-of-home care setting to increase placement stability.  Cindy Wilkinson	Outcome Report Measure #13 and #13a		P1.6.6.a Consulted with the National Resource Center for Foster Care and Permanency Planning regarding “critical” factors in placement success/failure.	January 2005	
						P1.6.6.b Tool designed to capture “critical” factors in placement success/failure.	March 2005	
						P1.6.6.c Tool incorporated and used in team decision making.	June 2005	
Item 7: Permanency goal for child			PRR V-12 Baseline 84.8% (8 quarters) Goal 84.8%	P1.7.1 Strengthen policy and practice relating to concurrent planning  Cindy Wilkinson	PRR  Quarterly Outcomes Report	P1.7.1.a Integrated concurrent planning training into basic and on-going training modules and child welfare manual	June 2005	
						P1.7.1.b Utilized PET teams to shape practice and monitor outcome	December 2006	
				P1.7.2 Increase accountability of Family Support Team Meetings held to assure the review of permanency goal by a	Quarterly Outcome Report  PRR	P1.7.2.a Analyzed FST frequency data through circuit self assessment	January 2005	
						P1.7.2.b Initiated corrective action as needed	June 2005	

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	A	N/A						
				multi disciplinary team  Becky Porter				
				P1.7.3 Increase collaboration with courts by providing cross training to new judiciary, court staff, GAL's and Children's Division staff on ASFA & Permanency hearings consistent with state and federal regulations.  Jeff Adams	Survey to court and CD staff	P1.7.3.a CD partnered with OSCA to develop training curriculum.	March 2005	
						P1.7.3.b Developed draft plan to address logistics of proposed training	July 2005	
						P1.7.3.c Submitted draft to management of CD/OSCA	August 2005	
						P1.7.3.d. Management approved draft	September 2005	
						P1.7.3.e Training implemented by CD/OSCA.	September 2006	
Item 8: Reunification, guardianship, or permanent placement with relatives. <b>Length of time to achieve Permanency Goal of Reunification:</b> Of all children		X	FED Measure Baseline 65.9% (FFY 2002) Goal 68.3%	P1.8.1 Increase system capacity to accurately track placement kinship vendor types.		P1.8.1.a See P1.6.1.a		
						P1.8.1.b See P1.6.1.b		
						P1.8.1.c See P1.6.1.c		

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							Benchmark	Goal
	A	N/A						
who entered foster care, what percent were re-entering care within 12 months of entry into foster care in the Federal Fiscal Year?								
				P1.8.2 Establish procedures to access various service funding streams.		P1.8.2.a See S2.3.4.a		
						P1.8.2.b See S2.3.4.b		
				P1.8.3 Increase accountability of Family Support Team Meetings held to assure the review of permanency goal by a multi disciplinary team		P1.8.3.a See P1.7.2.a		
						P1.8.3.b See P1.7.2.b		
				P1.8.4 Increase collaboration with courts by providing cross training to new judiciary, court staff, GAL's and Children's Division staff on ASFA & Permanency hearings consistent with state		P1.8.4.a See P1.7.3.a		
						P1.8.4.b See P1.7.3.b		
						P1.8.4.c See P1.7.3.c		
						P1.8.4.d See P1.7.3.d		
						P1.8.4.e See P1.7.3.e		

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							Benchmark	Goal
	A	N/A						
				and federal regulations.				
				P1.8.5 Collaborate with OSCA to explore legislation so that Juvenile Courts can enter temporary custody orders and transfer jurisdiction to Probate & Circuit Courts.  Jim Harrison	OSCA accepts proposal	P1.8.5.a Proposal drafted	March 2005	
						P1.8.5.b Written proposal reviewed by OSCA and DSS	March 2005	
						P1.8.5.c Proposal Finalized	March 2005	
Item 9: Adoption <b>Length of Time to Achieve Permanency Goal of Adoption:</b> Of all children who were adopted from foster care in the Federal Fiscal Year, what percent were adopted within 24 months of their		X	FED Measure Baseline 30.3% (FFY 2002) Goal 32.0%	P1.9.1 Termination of Parental Rights will be filed in a timely manner, except when compelling reasons are documented.  Cindy Wilkinson	PRR  Supervisory case review	P1.9.1.a. Reliability of data in current information system evaluated; corrective action taken	March 2005	
						P1.9.1.b. Management reports shared with juvenile court	September 2005	
						P1.9.1.c. Developed supervisory review of procedure/protocol for TPR or documentation of compelling reasons	June 2005	
						P1.9.1.d Initiated local circuit meetings with Judicial Courts to address local procedures for filing of TPR petitions	December 2005	
						P1.9.1.e. Local Procedures provided to all local staff in	March 2006	



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							Benchmark	Goal
	A	N/A						
entry into care?						written form		
				P1.9.2 Increase number of resource families		P1.9.2.a See P1.6.5.a		
						P1.9.2.b See P1.6.5.b		
						P1.9.2.c See P1.6.5.c		
						P1.9.2.d See P1.6.5.d		
						P1.9.2.e See P1.6.5.e		
						P1.9.2.f See P1.6.5.f		
				P1.9.3 Increase capacity to conduct home studies and finalize adoptions	Quarterly Outcome Reports	P1.9.3.a Awarded performance based permanency and resource development contracts	January 2005	
				Cindy Wilkinson		P1.9.3.b Committed additional staff as needed and per available resources.	July 2005	
				P1.9.4 Improve access to legal representation for CD.	DLS to report to CD Director progress	P1.9.4.a CD/DLS contacted law schools in St. Louis to assess interest in expanding the existing cooperative program.	January 2005	
				Cindy Wilkinson	Monitor filing of CD hearings	P1.9.4.b DLS & Law Schools identified funding sources for expansion of law school cooperative program.	March 2005	
						P1.9.4.c DLS & Law schools requested funding program.	March 2005	
						P1.9.4.d DLS requested additional FTE's or contracted attorneys	March 2005	

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						P1.9.4.e DLS submitted proposal to legislature.	March 2005	
						P1.9.4.f CD/DLS established a work group to develop a protocol for CD staff to access DLS attorneys or contractors	January 2005	
						P1.9.4.g Draft Protocol developed	March 2005	
						P1.9.4.h Protocols adopted.	June 2005	
						P1.9.4.i CD legal representation at court hearings monitored for improvement.	December 2006	
Item 10: Other planned living arrangement		X	PRR V-22 Baseline 66.3% (8 quarters) Goal 73.0%	P1.10.1 Increase number and quality of resource families for older youth  Cindy Wilkinson	Quarterly Outcome Report	P1.10.1.a See P1.6.5.a	June 2006	
						P1.10.1.b See P1.6.5.b		
						P1.10.1.c See P1.6.5.c		
						P1.10.1.d See P1.6.5.d		
						P1.10.1.e See P1.6.5.e		
						P1.10.1.e See P1.6.5.f		
						P1.10.1.g Developed in-service training for existing foster parents on working with youth on ILP skills.		
Permanency Outcome P2: The continuity of family relationships and connections is preserved for								

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							Benchmark	Goal
	A	N/A						
children.								
Item 11: Proximity of foster care placement	X							
Item 12: Placement with siblings		X	PRR V-4 Baseline 86.3% (8 quarters) Goal 90.6%	P2.12.1 Increase the number of siblings placed together  Cindy Wilkinson	PRR	P2.12.1.a Developed policy for FST to be required prior to separating siblings	July 2005	
						P2.12.1.b Developed an administrative level review 30 days after siblings are separated	September 2005	
				P2.12.2 Increase capacity for resource families that accept sibling groups.		P2.12.2.a See P1.6.5.a		
						P2.12.2.b See P1.6.5.b		
						P2.12.2.c See P1.6.5.c		
						P2.12.2.d See P1.6.5.d		
						P2.12.2.e See P1.6.5.e		
						P2.12.2.e See P1.6.5.f		
				P2.12.3 Develop an ongoing training module regarding sibling placements for staff, foster parents, juvenile officers, GALs, and judges.  Jeff Adams		P2.12.3.a Developed a curriculum which emphasizes the importance of sibling bonds, long term effects of separation, importance of visitation, criteria to be used to separate, parentified child and sibling rivalries.	September 2005	
						P2.12.3.b Training piloted in two sites	March 2006	
						P2.12.3.c Feedback evaluated	June 2006	

Program Improvement Implementation								
1			2	3	4	5	6	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
						from training groups	July 2006	
						P2.12.3.d Curriculum revised and training continued statewide		
Item 13: Visiting with parents and siblings in foster care		X	Parents PRR V-13 Baseline 83.0% (8 quarters) Goal 87.2%  Siblings PRR V-4 Baseline 86.3% (8 quarters) Goal 90.6%	P2.13.1 Increase frequency and quality of parent/child and sibling visits  Cindy Wilkinson	PDR  PRR  Supervisor Review Tool	P2.13.1.a Revised policy to improve qualitative and quantitative visitation plan requirements	June 2005	
						P2.13.1.b Incorporated revisions into supervisory review tool.	June 2005	
						P2.13.1.c Incorporated policy revision into BASIC and on-going training.	September 2005	
						P2.13.1.d Utilized PET teams to support practice improvement related to parent and sibling visits.	December 2006	
						P2.13.1.e Developed protocol and training for community partners and volunteers	June 2006	
Item 14: Preserving connections		X	Rel Placement CD-Outcomes #1 Baseline 23.7% (11 quarters) Goal 26.0%  Rel. Considered PRR V-1 Baseline 82.6%	P2.14.1 Increase emphasis on preserving connection for children in out of home care.  Cindy Wilkinson	PDR	P2.14.1.a Evaluated Family-to-Family program regarding applicability for statewide implementation	March 2005	
						P2.14.1.b Submitted recommendations to department	May 2005	
						P2.14.1.c Developed in-service training module on preserving connection for children	December 2005	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
			(8 quarters) Goal 86.8%					
			Parent Visits PRR V-13 Baseline 83.0% (8 quarters) Goal 87.2%	P2.14.2 Improve diligent search for relatives/missing parents		P2.14.2.a See P1.6.3 a		
						P2.14.2.b See P1.6.3.b		
						P2.14.2.c See P1.6.3.c		
			Siblings PRR V-4 Baseline 86.3% (8 quarters) Goal 90.6%	P2.14.3 Revise ICWA policy  Cindy Wilkinson		P2.14.3.a Revised ICWA policy to reflect best practice standards.	June 2005	
Item 15: Relative placement		X	Rel Placement CD-Outcomes #1 Baseline 23.7% (11 quarters) Goal 26.0%	P2.15.1 Increase system capacity to accurately track placement kinship vendor types.		P2.15.1.a See P1.6.1.a		
						P2.15.1.b See P1.6.1.b		
						P2.15.1.c See P1.6.1.c		
			Rel. Considered PRR V-1 Baseline 82.6% (8 quarters) Goal 86.8%	P2.15.2 Improve diligent search for relatives/missing parents		P2.15.2.a See P1.6.3 a		
						P2.15.2.b See P1.6.3.b		
						P2.15.2.c See P1.6.3.c		
				P2.15.3 Evaluated support and training provided for relative/kinship resource families		P2.15.3.a Surveyed current relative caregivers on the adequacy of the Caregiver who Knows the Child training curriculum and needed supports	January 2006	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				Cindy Wilkinson		P2.15.3.b Data Collected and analyzed	March 2006	
						P2.15.3.c Necessary changes identified and recommendations developed	May 2006	
						P2.15.d Curriculum modified	September 2006	
						P2.15.e Support services needs prioritized and addressed within resource availability	March 2006	
Item 16: Relationship of child in care with parents		X	Parent Visits PRR V-13 Baseline 83.0% (8 quarters) Goal 87.2%	P2.16.1 Improve diligent search for non-custodial parent		P2.16.1.a See P1.6.3 a		
						P2.16.1.b See P1.6.3 b		
						P2.16.1.c See P1.6.3 c		
				P2.16.2 Improve engagement of non-custodial parents in case planning by strengthening worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan		P16.16.2.a See S2.3.2.a		
						P16.16.2.b See S2.3.2.b		
						P16.16.2.c See S2.3.2.c		
						P16.16.2.d See S2.3.2.d		
						P16.16.2.e See S2.3.2.e		
						P16.16.2.f See S2.3.2.f		

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				development and reassessment.				
Well Being Outcome 1 Families have enhanced capacity to provide for children's needs								
Item 17: Needs and services of child, parents, foster parents		X	PRR III-10 Baseline 79.6% (8 quarters) Goal 79.6%	WB1.17.1 Improve family assessment and case plan tools to better link service provision to the needs of the family identified in the initial and ongoing assessments Kathryn Sapp		WB1.17.1.a See S2.3.1.a		
						WB1.17.1.b See S2.3.1.b		
						WB1.17.1.c See S2.3.1.c		
						WB1.17.1.d See S2.3.1.d		
						WB1.17.1.e See S2.3.1.e		
						WB1.17.1.f See S2.3.1.f		
			PRR IV-15 Baseline 77.8% (8 quarters) Goal 77.8%	WB1.17.2 Strengthen workers skills in engaging families in the assessment, case planning and case plan review processes to increase parent, caregiver (alternative care provider) and child		WB1.17.2.a See S2.3.2.a		
						WB1.17.2.b See S2.3.2.b		
						WB1.17.2.c See S2.3.2.c		
						WB1.17.2.d See S2.3.2.d		
						WB1.17.2.e See S2.3.2.e		
						WB1.17.2.e See S2.3.2.f		

Program Improvement Implementation								
1			2	3	4	5	6	
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				involvement in case assessment, plan development and reassessment.  Kathryn Sapp				
				WB1.17.3 Implementation of “Confirming Safe Environments” to reduce the risk for children in foster/kinship care.		WB1.17.3.a See S1.2.2.a		
						WB1.17.3.b See S1.2.2.b		
						WB1.17.3.c See S1.2.2.c		
						WB1.17.3.d See S1.2.2.d		
						WB1.17.3.e See S1.2.2.e		
						WB1.17.3.f See S1.2.2.f		
				WB.1.17.4 Establish a protocol for prompt response to foster parent requested needs and/or identified concerns.  Cindy Wilkinson	Supervisory Review  Foster Parent Survey	WB1.17.4.a Workgroup established to develop protocol (include front-line staff, supervisors, licensing staff and alternative care providers.)	March 2005	
						WB1.17.4.b Tools developed	July 2005	
						WB1.17.4.c Protocol developed	July 2005	
						WB1.17.4.d. Memo distributed to Policy Review Team for feedback	September 2005	
						WB1.17.4.e. Field tested and revised as necessary	October 2005	
						WB1.17.4.f Final memo distributed.	January 2006	



Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				WB1.17.5 Improve diligent search for parents/relatives		WB1.17.5.a See P1.6.3.a		
						WB1.17.5.b See P1.6.3.b		
						WB1.17.5.c See P1.6.3.c		
				WB1.17.6 Review and further develop a handbook, to be distributed at the point of removal, to educate parents on their rights and responsibilities, court procedures, etc. (The handbook may include the family self assessment.)  Cindy Wilkinson	Monitor usage through PDR  Client Satisfaction Surveys  Inventory Reports	WB1.17.6.a Existing parent handbooks used by various circuits collected.	June 2005	
						WB1.17.6.b Convened a work group to evaluate usefulness of already existing parent handbooks.	August 2005	
						WB1.17.6.c Developed a parent handbook to be used statewide.	November 2005	
						WB1.17.6.d Field tested and solicited consumer feedback-revise as necessary.	February 2006	
						WB1.17.6.e Developed draft policy.	May 2006	
						WB1.17.6.f Policy distributed.	July 2006	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
Item 18: Child and family involvement in case planning		X	PRR IV-8 Baseline 71.4% (8 quarters) Goal 74.9%  PRR V-8 Baseline 87.6% (8 quarters) Goal 87.6%	WB1.18.1 Maximize parental/family participation in Family Support Team Meetings.		WB1.18.1.a See P1.6.3.a WB1.18.1.b See P1.6.3.b WB1.18.1.c See P1.6.3.c WB1.18.1.d See S2.3.2 a WB1.18.1.e See S2.3.2 b WB1.18.1.f See S2.3.2 c WB1.18.1.g See S2.3.2 d WB1.18.1.h See S2.3.2 e WB1.18.1.i See S2.3.2 f	June 2005	
						WB1.18.1.j Policy clarified to ensure flexibility for staff to accommodate family needs.		
				WB1.18.2 Increase quality of FST's.  Jeff Adams	Family Satisfaction Survey	WB1.18.2.a Facilitation skills training modified.	June 2005	
						WB1.18.2.b Advanced facilitator skills module developed.	September 2005	
						WB1.18.2.c Advanced facilitator skills module delivered to selected staff.	March 2006	
Item 19: Worker visits with child – improve quantity and quality		X	PRR V-16 Baseline 70.1% (8 quarters) Goal 73.6%	WB1.19.1 Develop statewide tracking system to track worker visits (date/site)  Cindy Wilkinson Doris Hallford	Review quarterly to assess progress toward development of a statewide tracking system	WB1.19.1.a Developed proposal to present MIS/SACWIS management regarding the need for the electronic accountability of worker visits.	March 2006	
					Supervisory review tool	WB1.19.1.b Met with MIS/SACWIS management to develop logic and supervisory reporting format for tracking	September 2006	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
						visits.	September 2006	
						WB1.19.1.c. Simultaneously conducted supervisory focus group to determine reporting format the system will generate.		
						WB1.19.1.d Incorporated into Supervisory Review Tool.	June 2005	
				WB1.19.2 Increase frequency of worker visits for both intact families and out-of-home cases.  Cindy Wilkinson Kathryn Sapp	Peer Record Review  PDR	WB1.19.2.a Clarified who is responsible for visits and the documentation necessary for visits which did not occur per policy.	June 2005	
						WB1.19.2.b Revised performance appraisal to reflect expectations.	December 2006	
						WB1.19.2.c Achieved progress in caseload equalization by developing statewide caseload tracking method with monthly report to management and administration. (See S1.1.3.f)	Dec. 2005/Dec. 2006	
				WB1.19.3. Develop protocol for quality of visits to incorporate case planning, service delivery and goal attainment	Peer Record Review	WB1.19.3.a Draft protocol developed regarding frequency and quality of visits	June 2005	
					Supervisory Review Tool	WB1.19.3.b Draft protocol reviewed by Policy Review Team, and management, revision	September 2005	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				Cindy Wilkinson Kathryn Sapp	PDR  Consumer Satisfaction Survey	made	December 2005	
						WB1.19.3.c Policy distributed.	March 2006	
						WB1.19.3.d Incorporated visit protocol training into BASIC Training.	December 2006	
						WB1.19.3.e Utilize Practice Enhancement Teams (PET) to support protocols.	December 2006	
						WB1.19.3.f See S1.2.2 a-f	December 2006	
				WB1.19.4 Strengthen foster parent (ACP) and worker relationships.  Jeff Adams	Foster Parent Survey	WB1.19.4.a Foster parent training and orientation includes division protocols established in WB1.19.3.a.	March 2006	
						WB1.19.4.b Workers participation in STARS Training assured.	January 2005	
Item 20: Worker Visit with parent(s)			PRR V-14 Baseline 84.0% (8 quarters) Goal 88.2%	WB1.20.1 See WB1.19.1, WB1.19.2 and WB1.19.3		WB.20.1 See WB1.19.1a-d		
						WB.20.1 See WB1.19.2 a-c		
						WB.20.1 See WB1.19.3 a-b		
Well Being Outcome 2 Children receive services to meet their educational								

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
needs								
Item 21: Children receive appropriate services to meet their educational needs	x		Measure to be developed	WB2.21.1 Improve working relationship among Children's Division, Department of Elementary and Secondary Education (DESE) and local school districts.  Fred Simmens	PDR	WB.2.21.1.a Protocol developed regarding inclusion of educational personnel in FST's.	January 2005	
						WB2.21.1.b Designated an education liaison at the state or regional levels.	March 2005	
						WB2.21.1.c Local level barriers identified to working with schools and developed a plan to alleviate them.	January 2005	
						WB2.21.1.Children's Division Administration partnered with DESE to address identified barriers at State level.	June 2005	
				WB2.21.2 Improve the flow of educational records and reports when children transfer schools.  Kathryn Sapp Cindy Wilkinson	PDR	WB2.21.2.a Protocol developed for Legal Status 3 children regarding permission of custodian to access records needed for enrollment.	June 2005	
						WB2.21.2.b. Incorporated accountability measures for transfer of educational records into Residential Facility contracts.	June 2005	
				WB2.21.3 Decrease the incidence of educational neglect,	PDR	WB2.21.3.a Accessed National Resource Center on Child Maltreatment and other national	April 2005	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				truancy and suspension of children in care and those in intact families.  Kathryn Sapp Cindy Wilkinson		education resources.	June 2005	
						WB2.21.3.b Identification of risk factors for educational neglect, truancy or school suspension incorporated into the CD-14 and CS-1.		
						WB2.21.3.c Protocol developed for accessing early interventions for students at risk for educational neglect, truancy and suspension.	November 2005	
						WB2.21.3.d Protocol developed for children expelled due to the Safe School Act.	November 2005	
						WB2.21.3.e Protocol drafted and distributed.	March 2006	
Well-Being 3 (WB3): Children receive adequate services to meet their physical and mental health needs.								
Item 22: Physical health of the child – Dental		X	Measure to be developed	WB3.22.1 Increase ability of Children's Division staff and families to access available dental	PDR  Claims data  Consumer	WB3.22.1.a Circuits identified available local dental resources.	January 2005	
						WB3.22.1.b Dental coordinator assigned to each region to identify and facilitate access to	March 2005	

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				resources.  Bonnie Washeck	Satisfaction Survey	dental providers.	June 2005	
						WB3.22.1.c In partnership with Division of Medical Services (DMS) assessed and developed plan to reduce administrative burden on Medicaid providers.		
						WB3.22.1.d Notified dental providers of regional dental coordinators.	March 2005	
						WB3.22.1.e Dental Van program expanded.	June 2005	
				WB3.22.3 Increase capacity of staff to assess medical needs of children in intact families.  Bonnie Washeck	PDR	WB3.22.3.a Revised CD-14 to include assessment of medical needs of children in intact families.	June 2005	
						WB3.22.3.b Issued revised form and policy.	March 2006	
						WB3.22.3.c Revised CD-14 into ongoing staff training.	June 2006	
						WB3.22.3.d Utilized PET to support practice protocols relating to medical needs assessment with intact families.	December 2006	
Item 23: Mental health needs of the child		X	Measure to be developed	WB3.23.1 Increase the ability of Children's Division staff and	PDR	WB3.23.1.a. Available mental health resources identified through Circuit Self Assessment.	January 2005	

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				families to access available mental health resources.		WB3.23.1.b. Regional Mental Health Coordinator designated and information distributed	March 2005	
				Keith Krueger		WB3.23.1.c. See S2.3.6.	December 2006	
						WB3.23.1.d In partnership with Division of Medical Services (DMS) assessed and developed plan to reduce administrative burden on Medicaid providers	June 2005	
				WB.3.23.2 Increase awareness of staff and foster parents regarding attachment and mental health issues.	PDR	WB3.23.2.a Incorporated attachment issues training into on-going training.	January 2006	
				Cindy Wilkinson		WB3.23.2.b See P1.6.4.b		
				WB3.23.3 Increase capacity of staff to assess mental health needs of children in intact families.	PDR	WB3.23.3.a Revised CD-14 to include assessment of mental health needs of children in intact families.	January 2005	
				Kathryn Sapp		WB3.23.3.b. See S2.3.1	December 2006	
						WB3.23.3.c Deployed PET to support practice protocols relating to mental health needs assessment with intact families.		
Systemic Factors								
Item 24: System	X							



Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
can identify the status, demographic characteristics, location and goals of children in foster care								
Item 25: Provides a process that ensures that each child has a written case plan to be developed jointly with the child's parent(s) that includes the required provisions		X	PRR IV-15 Baseline 77.8% (8 quarters) Goal 77.8%	25.1 Review/Revise current family assessment and child case plan tools to link service needs/provision to those identified in the initial and ongoing assessments		25.1.a See S2.3.1.a		
						25.1.b See S2.3.1.b		
						25.1.c See S2.3.1.c		
						25.1.d See S2.3.1.d		
						25.1.e See S2.3.1.e		
						25.1.f See S2.3.1.f		
				25.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case		25.2.a See S2.3.2.a		
						25.2.b See S2.3.2.b		
						25.2.c See S2.3.2.c		
						25.2.d See S2.3.2.d		
						25.2.e See S2.3.2.e		
						25.2.e See S2.3.2.f		

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				assessment, plan development and reassessment				
				25.3 Improve supervisory capacity to monitor practice linking the assessment with the overall plan		25.3.a See S2.3.3.a 25.3.b See S2.3.3.b 25.3.c See S2.3.3.c		
				25.4 Maximize parental/family involvement in Family support Team Meetings		25.4.a See P1.6.3.a 25.4.b See P1.6.3.b 25.4.c See P1.6.3.c 25.4.d See S2.3.2 a 25.4.e See S2.3.2 b 25.4.f See S2.3.2 c 25.4.g See S2.3.2 d 25.4.h See S2.3.2 e 25.4.i See S2.3.2 f		
				25.5 Improve facilitation skills for Family Support Team Meetings  Jeff Adams	Quarterly Outcome Report	25.5.a Used existing advanced facilitation training and added an OJT component 25.5.b Plan developed to train the trainers and model skills 25.5.c Developed a plan for statewide rollout 25.5.d Implemented statewide rollout	June 2005  September 2005 November 2005 January 2006	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
Item 26: Process for 6-month case reviews	X		CD-Outcomes #12 Baseline 62.2% (11 quarters) Goal 68.4%  PRR V-15 Baseline 81.8% (8 quarters) Goal 85.0%	26.1 Revised current policy to clarify a Permanency Review and requirements  Cindy Wilkinson	Quarterly Outcome report  PRR	26.1.c. Developed draft policy clarifying permanency review requirements and procedures	June 2005	
						26.1.d. Draft policy sent to policy review team and management	August 2005	
						26.1.e Feedback received and revisions made	September 2005	
						26.1.f New policy distributed to CD staff	November 2005	
				26.2 Increase ability to track 6 month Permanency Reviews  Cindy Wilkinson	PRR	26.2.a. Met with MIS/SACWIS and developed system logic needed to add a field to SS-61 for the 6 month Permanency Review date	June 2005	
						26.2.b. Revised the CS-1 to denote Permanency Review	June 2005	
						26.2.c Revised form and instructions distributed to all CD staff	November 2004	
Item 27: Provides a process that ensures that each child in foster care under the		X	Measure to be developed	27.1 Enhance current information system relating to tracking timely court hearing.  Cindy Wilkinson	Peer Record Review  Supervisory case review	27.1.a Reliability of data in current information system evaluated; corrective action taken.	March 2005	

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
supervision of the State has a permanency hearing in a qualified court or administrative body no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.					JCIP Evaluation	27.1.b. Management reports shared with Juvenile Court.	September 2005	
				27.2 Improve access to legal representation for CD.		27.2.a See P1.9.4.a		
						27.2.b See P1.9.4.b		
						27.2.c See P1.9.4.c		
						27.2.d See P1.9.4.d		
						27.2.e See P1.9.4.e		

Program Improvement Implementation								
1			2	3	4	5	6	7
Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
						27.2.f See P1.9.4.f		
						27.2.g See P1.9.4.g		
						27.2.h See P1.9.4.h		
						27.2.i See P1.9.4.i		
				27.3 Implement training to develop testifying skills for CD staff.	Survey to court and CD staff	27.3.a Current curriculum evaluated by OSCA/CD/MO Bar	February 2005	
				Jeff Adams		27.3.b Obtained technical assistance from MO Bar Assoc. and OSCA.	April 2005	
						27.3.c Curriculum drafted	August 2005	
						27.3d. Curriculum approved.	October 2005	
						27.3.e Incorporated into Basic and OJT	January 2006	
				27.4 Provide cross training to new judiciary, court staff, GAL's and Children's Division staff on ASFA & Permanency hearings consistent with state and federal regulations.		27.4.a See P1.7.3.a		
						27.4.b See P1.7.3.b		
						27.4.c See P1.7.3.c		
						27.4.d. See P1.7.3.d		
						27.4.e See P1.7.3.e		
Item 28: Provides a process for termination of parental rights proceedings in accordance with		X	Measure to be developed	28.1 Improve access to legal representation for CD.		28.1.a See P1.9.4.a		
						28.1.b See P1.9.4.b		
						28.1.c See P1.9.4.c		
						28.1.d See P1.9.4.d		
						28.1.e See P1.9.4.e		
						28.1.f See P1.9.4.f		

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
provisions of ASFA.						28.1.g See P1.9.4.g		
						28.1.h See P1.9.4.h		
						28.1.i See P1.9.4.i		
				28.2 Strengthen worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment		28.2.a See S2.3.2.a		
						28.2.b See S2.3.2.b		
						28.2.c See S2.3.2.c		
						28.2.d See S2.3.2.d		
						28.2.e See S2.3.2.e		
						28.2.f See S2.3.2.f		
				28.3 Termination of Parental Rights will be filed in a timely manner, except when compelling reasons are documented.		28.3.a See P1.9.1a		
						28.3.b See P1.9.1.b		
						28.3.c See P1.9.1.c		
						28.3.d See P1.9.1.d		
						28.3.d See P1.9.1.e		
				28.4 Improve diligent search for		28.4.a See P1.6.3.a		
						28.4.b See P1.6.3.b		

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				relatives/parents		28.4.c See P1.6.3.c		
				28.5 Collaborate with OSCA to amend 211.447 RSMo to ensure consistency w/ASFA requirements regarding filing of TPR petitions w/in 60 days of a judicial determination that the child is an abandoned infant, or that no Reasonable Efforts are required.	Alignment of RS Mo 210 and RS Mo 211 regarding ASFA requirements.	28.5.a Proposal drafted.	August 2005	
						28.5.b Written proposal reviewed by OSCA and the Department	October 2005	
						28.5.c Meetings held between OSCA and the Department of Social Services to finalize proposal.	November 2005	
						28.5.d Advocated for proposed legislation.	June 2006	
				Fred Simmens				
Item 29: Provides a process for foster parents, preadoptive parents, and relative caregivers of children in foster		X	Measure to be developed	29.1 Develop a Memorandum of understanding between OSCA and the CD regarding roles and responsibilities for consistent notification.		29.1.a Meeting held to discuss a Memorandum of Understanding and draft an agreement	January 2005	
						29.1.b Proposal sent to DSS and OSCA for approval	January 2005	
						29.1.c Meetings held between the Department and Children's Division for further discussion relating to legislative change to	February 2005	
				Jim Harrison				

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
care to be notified of, and have an opportunity to be heard in, any review or hearing held with respect to the child.						Chapter 211.	February 2005 February 2005 March 2005	
						29.1.d Obtained a sponsor for proposed legislation, if deemed necessary		
						29.1.e Collaborated with sponsor throughout drafting process		
						29.1.f Sponsor filed proposed legislation		
Item 33: Ongoing training for staff		X	Measure to be developed	33.1 Develop new supervisory training for front line supervisors.  Jeff Adams		33.1.a Began discussion with Dept HRC unit regarding collaboration for on-going supervisors training	Feb 2005	
						33.1.b Completed development of new supervisor training curriculum/structure including initial and on-going training	July 2005	
						33.1.c Training curriculum reviewed and approved by CD management	August 2005	
						33.1.d Began field test and review of curriculum in selected pilot sites	September 2005	
						33.1.e Reviewed field test results and curriculum & revisions made	January 2006	
						33.1.f Began statewide	March 2006	



Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
						implementation		
				33.2 Develop in-service training structure for front line staff.  Jeff Adams	Progress monitored through quarterly PIP reports	33.2.a Implemented redesigned BASIC orientation pre-service training	January 2005	
						33.2.b Implemented investigation and assessment core module	July 2005	
						33.2.c Implemented family-centered services core module	September 2006	
						33.2.d Implemented family-centered out-of home core module	December 2006	
				33.3 Enhanced On-The-Job (OJT) Training  Jeff Adams	Progress monitored through quarterly PIP reports	33.3.a Formed OJT workgroup	Mar 2004	
						33.3.b Assisted in the development of new evaluations tools for OJT activities	Jan 2005	
						33.3.c OJT workgroup served as clinical mentors/trainers for OJT	June 2005	
				33.4 Create training advisory Committee to annually assess needs and evaluate training  Jeff Adams	Progress monitored through quarterly PIP reports	33.4.a Created state training advisory committee	June 2005	
						33.4.b Advisory committee developed a mission statement	July 2005	
						33.4.c Advisory Committee developed a written plan for assessing training needs	Sept 2005	
						33.4.d Advisory Committee developed a written plan for evaluating training needs	Oct 2005	

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
						33.4.e Plan submitted to CD administrators for approval	Dec 2005	
						33.4.f Memo written detailing advisory committee plan of action to all CD staff	Jan 2006	
Item 35: The State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safely with their parents when reasonable, and		X	PRR III-10 Baseline 79.6% (8 quarters) Goal 79.6%	35.1 Increase access and availability to dental services		35.1.a See WB3.22.1.a		
						35.1.b See WB3. 22.1.b		
						35.1.c SeeWB3.22.1.c		
						35.1.d SeeWB3.22.1.d		
						35.1.e SeeWB3.22.1.e		
			PRR III-3 Baseline 89.3% (8 quarters) Goal 89.3%					
			PRR III-4 Baseline 79.3% (8 quarters) Goal 83.2%					
			PRR III-5 Baseline 89.8% (8 quarters) Goal 89.8%					
			PRR V-1 Baseline 79.9% (8 quarters) Goal 79.9%					

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
help children in foster and adoptive placements achieve permanency.			PRR IV-15 Baseline 77.8% (8 quarters) Goal 77.8%  PRR IV-2 Baseline 78.9% (8 quarters) Goal 78.9%					
				35.2 Increase the ability of staff and families to access Alcohol and Drug Abuse Services (ADA)  Jeff Adams	PDR	35.2.a Provided joint training with ADA to inform CD staff about availability of and accessing ADA services.	June 2006	
				35.3 Increase availability of specialized foster homes for older youth,		35.3.a See P1.6.5.a		
						35.3.a See P1.6.5.b		
						35.3.a See P1.6.5.c		
						35.3.a See P1.6.5.d		

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
				siblings, disabled and medically fragile children.		35.3.a See P1.6.5.e 35.3.a See P1.6.5.f		
				35.4 Increase availability of and access to parenting classes and family/parent aide services.  Dirk Elrod	PDR  Claims data	35.4.a Through circuit self-assessment, determined available parenting classes and family/parent aide services.  35.4.b Developed performance based CTS contracts for family/parent aide and parenting class service.	January 2005  December 2005	
				35.5 Increased quantity and quality of interpretation services for non-English speaking consumers.  Kathryn Sapp	PDR	35.5.a Through circuit self-assessment, determined available interpretive services for non-English clients.  35.5.b Developed recruitment plan for multi/bilingual staff.  35.5.c Made state forms available in other languages (Spanish to accommodate growing Hispanic population).	January 2005  December 2006 December 2006	
				35.6 Increase availability of transportation services.  Dirk Elrod	PDR	35.6.a. Available transportation services determined through circuit self-assessment.  35.6.b Recruited regionally service organizations to provide transportation services.	January 2005  March 2006	

Program Improvement Implementation								
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Outcome or Systemic Factors and Item(s) Contributing to Non-Conformity			Goal/Negotiated Measure/Percent of Improvement	Action Steps	Method of Measuring Improvement	Benchmarks Toward Achieving Goal	Dates of Achievement	
							Benchmark	Goal
	A	N/A						
						35.6.c Issued state-wide transportation CTS contracts.	January 2005	
Item 36: The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's CFSP.		X	PRR IV-15 Baseline 77.8% (8 quarters) Goal 77.8%  PRR V-25 Baseline 84.3% (8 quarters) Goal 84.3%	See Item 35, 1-6				
Item 37: The services in item 35 can be individualized to meet the unique needs of children and families served by the agency.		X	PRR III-6 Baseline 81.1% (8 quarters) Goal 81.1%  PRR IV-15 Baseline 77.8% (8 quarters) Goal 77.8%  PRR V-25 Baseline 84.3% (8 quarters) Goal 84.3%	37.1 Expand existing services and increased funding for concrete services.  See Item 35 1-6				
				37.2 Strengthen		37.2.a See S2.3.2.a		

Program Improvement Implementation								
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							Benchmark	Goal
	A	N/A						
				worker/supervisor skills in engaging families in the assessment, case planning and case plan review process to increase parent, caregiver (alternative care provider) and child involvement in case assessment, plan development and reassessment.		37.2.b See S2.3.2.b		
						37.2.c See S2.3.2.c		
						37.2.d See S2.3.2.d		
						37.2.e See S2.3.2.e		
						37.2.f See S2.3.2.f		
Item 44: Diligent recruitment of foster and adoptive families that reflect children's racial and ethnic diversity.		X	Foster CD-Outcomes #1 Baseline 202 (11 quarters) Goal 212/qtr	44.1 Increase the number of resource families		44.1.a See P1.6.5.a		
						44.1.b See P1.6.5.b		
						44.1.c See P1.6.5.c		
						44.1.c See P1.6.5.d		
						44.1.c See P1.6.5.e		
						44.1.c See P1.6.5.f		
			Adopt CD-Outcomes #1 Baseline 213 (11 quarters) Goal 224 /qtr					
			Relative CD-Outcomes #1 Baseline 187 (11 quarters) Goal 196/qtr					

Program Improvement Implementation								
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							Benchmark	Goal
	A	N/A						